



MINISTRY OF DEVELOPMENT PLANNING

PROFESSIONAL SERVICES TO UNDERTAKE EVALUATION ON THE LESOTHO NATIONAL VISION 2020

TERMS OF REFERENCE

June 2021

SUBJECT	Evaluation of the National Vision 2020
LOCATION/COVERAGE	National
DURATION	75 days (spread in 6 months)
STARTING DATE	1st August 2021
ENDING DATE	February 2022
LANGUAGE	English
KEY STAKEHOLDERS	Ministry of Development Planning, Government Ministries, Departments and Agencies, Donors/Development Partners, NGOs, SOEs

1. Context and Rationale

Over the last few decades, the Government of Lesotho (GoL), has been faced with enormous and interconnected social economic development challenges, particularly the deep-rooted poverty, slow economic growth, insufficient financial resources, lack of enough human resources with the required skills compounded by difficulties in firmly anchoring a still fragile democratic dispensation at both central and local level.

To decisively respond to and deal with the challenges mentioned above, the Government formulated a number of separate national development policies most of which were unfortunately quite ambiguous and never saw the light of the day. Consequently, in the year 2000, the Government developed and launched a National Vision 2020 in the year 2002 in order to have a single vision with a much more integrated and coherent approach. The Vision 2020 was articulated through the following vision statement: ***“By the year 2020 Lesotho shall be a stable democracy, a united and prosperous nation at peace with itself and its neighbors. It shall have a healthy and well-developed human resource base. Its economy will be strong; its environment well managed and its technology well established.”***

In particular, the Government’s decision to prepare the Vision 2020 was meant “to stimulate sustainable economic growth and poverty reduction”, a strategic document articulating the long-term

development aspirations of the country. The purpose of Vision 2020 was to develop a National Vision which would address the long-term national aspirations, covering a period up to 2020, providing a long-term perspective, where upon which short and medium-term national plans and periodic progress reviews have been formulated.

Since its adoption, the Vision 2020 has been implemented through medium term planning frameworks such as the Poverty Reduction Strategy 2004 – 2007 (PRS) and National Strategic Development Plan I (NSDP I) which covered the period of 2012/13 – 2016/17 and was extended by one more year to pave way for development of its successor plan, NSDP II (2018/19 – 2022/23) through which the Vision 2020 is currently being implemented. Since the Vision 2020 was adopted, Lesotho as a country has pursued strong policy reforms which have contributed to steady annual rates of economic growth averaging 3 percent even-though it's less than the 7% annual growth rate target. In particular, the implementation of the NSDP I has helped the country make some strides in developing economically; good progress has been made in a number of development areas, with some targets already achieved and others are on track to be achieved.

However, it appears that several Vision 2020 targets were not ambitious enough in the context of transforming Lesotho into a stronger lower middle-income country¹ and the major social, economic and political challenges remain. In particular, the political system has evolved towards open and competitive elections where in most instances it has been quite challenging to decisively form a strong and stable government over the entire constitutional period, thereby resulting in frequent elections. This has had significant negative consequences on the country's economy and political stability.

The economy has grown at an annual average rate of 3 percent in per capita terms, which, though modest for its income level, compares well with the rest of the Southern Africa Customs Union (SACU) region and the African continent as well as other small states. Notwithstanding, while the economy has slowly adapted itself to new realities and taken advantage of new growth opportunities, the risk of exogenous shocks especially as a result of slow economic activity in South Africa and drought effects still remain.

The country has also recently witnessed some economic structural changes which have mostly involved shifts from primary to secondary and tertiary sectors. In particular, more growth is now contributed by the mining, water, manufacturing, and services subcomponents of the real sector as opposed to traditional subsistence agriculture and remittances over the last decades. Notwithstanding, this progress has been very sluggish, fractioned and scattered. In particular, the decade has witnessed how the country is at a crossroads, requiring new growth engines, a more streamlined role for the state, and the need for a dynamic private sector to seize opportunities in the Southern African market.

It is in this regard that Ministry of Development Planning (MDP) recently instituted a high-level preliminary scoping review of the Vision 2020 which observed and concluded that most of Vision 2020 targets may not cause significant impact. This is because of multiple challenges with the Vision 2020 document. First, the different "implementation strategies" for Vision 2020 have not been harmonized under a single instrumental framework. In the past ten years, implementation pivoted around the PRS

¹According to the "World Bank Atlas method", 2009; economies are divided as follows: low income countries are those with a Growth Net Income (GNI) per capita equal or less than 995 \$; lower middle income \$996 - \$3,945; upper middle income \$3,946 - \$12,195; and high income, \$12,196 or more.

2004/05 – 2006/07, and then through NSDP I 2012/13 – 2016/17. None of these two implementation plans has been fully consistent with a single common monitoring and evaluation framework as proposed under the M&E Framework for Vision 2020. The consequence of this is a lack of consistency and coherent framework to make relevant conclusions about impact of policies or/and measure progress.

Secondly, no alignment of departmental and sectoral operational programs with the Vision 2020, the PRS or the NSDP I in place, so there is no clear relationship between the policies and the implementation plan, the targets and the goals. In addition, both Vision 2020 and NSDP have no systematic monitoring system, and today, progress reports can offer no reliable data and consistent information to provide illustrative conclusions and informative teachings to objectively evaluate the extent to which the national goals and aspirations have been achieved.

Furthermore, from the time the current Vision 2020 was launched, a number of new development opportunities and challenges have emerged which need to be taken into consideration. For instance, some key aspects of sustainable development as enshrined in the Sustainable Development Goals and the African Union Agenda 2063 such as climate change, access to energy and clean water, rural habitat development; suitable infrastructures were not given much consideration as prerequisite of national development. Most important is the need to ensure the Vision 2020 is consistent with international development agenda initiatives to which Lesotho has subscribed while at the same time remaining contextually relevant to the needs of the Basotho people. In addition, a number of national development programmes and initiatives have been developed over the past years which need to be articulated in the context of a single policy framework for Lesotho.

The Government has reached the end of the Vision 2020 and will start the formulation process of the new one. This exercise needs to be routed in the lessons learnt from the current Vision 2020. Therefore, it is against this background that the MDP intends to engage the services of a well-qualified and experienced consultancy firm to undertake a detailed evaluation of the Vision 2020 to understand its impact and relevance in achievement of sustainable development for the Kingdom of Lesotho.

2. DESCRIPTION AND SCOPE OF THE ASSIGNMENT

2.1 Purpose of the Assignment

The overall objective of this assignment is to provide the Government of Lesotho with reliable information that would assist in formulating a much more coherent and responsive long-term development framework based on latest information and data as well as lessons learnt from the implementation of Vision 2020. It would also provide the Government with an opportunity to decide whether it adopts the current vision, updates it or develops a new vision document all together.

2.1.1 Specific Objectives and Scope

In view of the main purpose, the evaluation will focus on establishing the coherence, relevance and effectiveness of the aspirations and their adopted implementation strategies or actions. In particular, this evaluation will aim to assess the relevance and implementation of program activities in terms of the results anticipated in the original Vision 2020 concept and in the M&E framework; and the consistency, coherence of the adopted implementation strategies, and associated systems and

processes. The evaluation will also address fundamental matters of policy coordination, the mix of implementation instruments, as well as the effect of institutional and political internal changes.

2.1.2 Expected Benefits

It is expected that the outcomes of the intended evaluation would assist the GoL in formulating a much more coherent and responsive National Vision based on latest information and data as well as lessons learnt from the implementation of Vision 2020. The development of new vision will ensure that the country does not only plan for short-term but also for long-term results.

2.2 Main Tasks/Activities

The principal responsibilities of the local short-term experts (STEs) will mainly include the following:

- (a) Undertake a comprehensive desk review and prepare an inception report with a clear action plan to guide the review process;
- (b) Develop an appropriate evaluation methodology and necessary analytical tools;
- (c) Undertake a detailed evaluation of the National Vision 2020 to establish the extent to which:
 - (i) the original proposed goals of the Vision 2020 have been achieved;
 - (ii) the implementation frameworks or instruments (including the PRS, NSDP, have been aligned to or have been consistent with, and supportive of the Vision 2020;
 - (iii) the expected planned benefits have been delivered and received by all key stakeholders, ensuring inclusive and principles of leaving no one left behind;
 - (iv) the national development aspirations and goals of the Vision 2020 are still relevant and consistent with the current national development needs, policies and comparative advantage and Lesotho's context and performance as well as relevant global and regional development policy initiatives—the United Nations (UN) Sustainable Development Goals (SGDs) and African Union Agenda 2063;
 - (v) social and political behavioral patterns have changed, including gender equality and women's empowerment, or are showing signs of changes, amongst stakeholders as a result of the Vision 2020;
- human resource capacity of the relevant departments within Government has been developed to effectively prepare, manage and report progress on impact, etc.
- (d) Document best practices and lessons learnt to inform the development of the new vision
- (e) Organize a two-day high-level national stakeholder's workshop to present the findings and observations and key recommendations

2.3 Key Deliverables

The experts will produce the following outputs:

- (a) A clear and concise inception report which shall include an appropriate methodology and detailed work plan;
- (b) Draft interim progress briefs on the status of the assignment every two weeks;
- (c) Draft evaluation report with key findings, observations and appropriate recommendations;
- (d) Report on the Best practices and lessons learnt on the implementation of the Vision 2020
- (e) National stakeholder workshop report with a clear roadmap on the next steps;
- (f) A final evaluation report and Summary report

3. DURATION AND LOCATION

3.1 Starting Period

The assignment is expected to take 75 days spread over a period of six months. It is intended to start on the 01 August 2021.

3.2 Location(s) of Assignment

The work will be primarily carried out in Maseru, Lesotho, except for data collection and stakeholder consultation field visits which will cover all districts.

4. WORKING AND REPORTING ARRANGEMENTS

4.1 Management Structure and Key Work Relationships

- The expert will technically report to the Director of M&E and work closely with the staff of M&E Department of the MDP. The expert will also be expected to actively liaise with the Cabinet Office and staff of other relevant departments within the MDP.
- Through the Dept of M&E, the Ministry of Development Planning will also establish a technical working group to support the evaluation, collate information and facilitate necessary feedback.
- The consultant will consult with all stakeholders, including the government ministries, development partners, private sector, civil society and academia to collect necessary information and evidence on the implementation and impact of the Vision 2020. The Dept of M&E will provide the list of stakeholders to guide the process
- Reports shall be submitted to the Department of M&E, at MDP. A period of 10 days must be allowed for review of submitted written outputs. The Department of M&E shall take the responsibility for disseminating the reports with all stakeholders.
- The consultant with help from the Director of Monitoring and Evaluation, will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report.
- Both in person and virtual tools may be used for stakeholder engagement and collection of information, ensuring compliance to the COVID-19 regulations
- The firm must have own facilities including computers and facilitate own access to internet, transport and organize own logistical arrangements as necessary

4.2 Reporting Arrangements

4.2.1 Submission of reports

The Contractor will submit the following reports:

- (a) *Inception Report* of maximum 12 pages (main text, excluding annexes). This report will specifically include a work plan and brief methodology for implementation. This report shall be submitted no later than 10 working days after the commencement of implementation of tasks. The Contracting Authority will provide the Consultants with consolidated comments on the Inception Report within 5 days.
- (b) *Interim Progress briefs* of a maximum of 5 pages (excluding annexes) to be submitted as an update of progress at the end of each month of the assignment.

- (c) *Draft Final Report* upon completion of the assignment to be submitted not later than 5 working days before the end of the assignment
- (d) *Final Report* upon completion of the assignment, to be submitted not later than 10 working days after receipt of consolidated comments from the stakeholders validation workshop.

All reports and other documents/outputs shall be in the English language.

4.2.2 Submission/Comments Timing

- Except where specifically indicated, Department of M&E will provide comments on the reports within ten (10) working days of receipt.
- A written consent must be submitted to certify submitted reports, including in the event that no comments are provided by the Ministry.

4.2.3 Number of report(s) copies

The reports shall also be forwarded in electronic format to the Department of Monitoring and Evaluation.

5. EXPERTS PROFILE or EXPERTISE REQUIRED

5.1 Requirements

It is proposed that the evaluation is undertaken by consultancy firm, comprising of a team lead and at least four thematic experts as outlined below. The consultancy firm should meet the following criteria:

- Minimum of 15 years of professional and specific experience in the field of national development (social, economic and political) particularly in developing comprehensive national development policies and strategies as well as appropriate approaches, methodologies and necessary tools
- Proven experience in undertaking detailed diagnostic assessments or evaluations of national development policies, agendas and strategies.
- Demonstrated knowledge and understanding of the NSDP II, UN Sustainable Development Goals (SGDs), AU Agenda 2063 and other global and regional conventions and development policy frameworks.
- Language: Fluency in spoken and written English with good report writing skills. Samples of previous written work may be required.

The assignment will require the following experts for 75 working days, input each:

1. Lead consultant/Project Manager
2. Human Development (Health and Education) expert
3. Peace, Justice and Politics expert
4. Environmental sector expert
5. Economic sector expert

5.2 Required Expertise

5.2.1 Lead Consultant

The lead consultant will be responsible for overall consolidation and production of the evaluation reports, at all stages of the evaluation process; leading methodological design, coordinating data collection, analysis and stakeholder consultations and feedback, quality assurance and timely submission of the evaluation reports to MODP. The consultant shall also ensure gender mainstreaming in all the evaluation across the report. The consultant must have experience in leading similar assignment and facilitating long-term strategic planning processes

Qualifications and skills:

- (a) A minimum of 15 years of professional experience and in similar activities
- (b) A Master's degree in development studies, economics, public policy, social studies, political studies and any other relevant field of study PHD degree would constitute an advantage;
- (c) Extensive research knowledge and experience with good analytical and report writing skills;
- (d) Fluent command in both spoken and written English;
- (e) Good communication and facilitation skills; and
- (f) Good interpersonal skills; and high computer literacy with strong command of statistical applications, excel spreadsheets and PowerPoint presentations.

General professional experience:

- (a) Minimum of 10 years of professional and specific experience in the field of national development (social, economic and political) particularly in developing comprehensive national development policies and strategies as well as appropriate approaches, methodologies and necessary tools and undertaking detailed diagnostic assessments or evaluations of national development policies, agendas and strategies;
- (b) Experience in programme design and development, results-based evaluation based on feasible and substantive methodological approach maximized on data collection, collation, synthesis, and stakeholder engagement.
- (c) Extensive research knowledge and experience with good analytical and report writing skills;
- (d) Knowledge and experience on implementation and mainstreaming of gender equality and women's empowerment in development programmes
- (e) Demonstrated knowledge and understanding of the UN sustainable development goals (SGDs), AU Agenda 2063 and other global and regional conventions and development policy frameworks;
- (f) Extensive knowledge and experience with designing and implementing development policies and programmes, monitoring and evaluation (M&E) frameworks for Government institutions;
- (g) Extensive knowledge and experience with regional development issues particularly in Lesotho;
- (h) Experience of working in a developing country context especially in the SADC region is desirable; and
- (i) Excellent analytical, organizational, communication, facilitation and drafting skills.

5.2.2 Human Development expert

The human development expert will be responsible for undertaking an analytical assessment of the impact evaluation of Vision 2020 relative to national human capital and development objectives

focusing on health, education, social inclusion and related development issues. The following are required competencies:

- (a) At least a Master's degree in Development Studies, Sociology, Public health, Health economics. Education or other social sciences;
- (b) Seven years' experience conducting large surveys and/or research in the public service delivery sectors essential;
- (c) At least five years of experience in programme evaluations and proven accomplishments in undertaking evaluations in the health and education sectors;
- (d) Proven experience in undertaking similar assignment or research based on human capital and human development concepts Knowledge of country and districts development context is essential;
- (e) Knowledge and experience on implementation and mainstreaming of gender equality and women's empowerment in related development programmes
- (f) Demonstrated understanding of the Lesotho health and education sectors, as well as other social development issues is essential;
- (g) Ability to communicate in local language

5.2.3 Peace, Justice and Politics expert

Working in collaboration with the Lead Consultant/Expert, the Peace, justice, and politics expert will be responsible for analytical evaluation on the Vision 2020 objectives and targets related to democratic governance and politics, rule of law and justice, and public service delivery in context of this assignment. The expert must possess the following:

- (a) Minimum of a Master's degree in Human Rights and Governance, Political Science, Law international relations or related fields;
- (b) Sound knowledge and understanding of governance and local development in Lesotho;
- (c) At least five years of experience in programme evaluations and proven accomplishments in undertaking evaluations more especially in the areas of peace, justice and politics;
- (d) Five years' experience conducting large surveys and/or research in the public service delivery sectors essential;
- (e) At least five years of solid experience in the area of justice, democratic governance, peacebuilding and development;
- (f) Understanding and experience in gender mainstreaming, gender equality and women's empowerment in related sector development issues
- (g) Ability to communicate in local language.

5.2.4 Environmental sector expert

The Environmental Sector Experts will contribute to the evaluation of the Vision 2020, with focus on environmental management and sustainability, climate change and adaptation and sustainable development in Lesotho, relative to the Vision 2020. The expert must have:

- (a) Minimum of a Masters degree, in Environmental science, Natural Resources Management, Sustainable Development, development studies and related field
- (b) Sound knowledge of sustainable development issues, environmental management climate change and adaptation.

- (c) At least five years of experience in environment-related programme evaluations and proven accomplishments in undertaking evaluations;
- (d) Five years' experience conducting large surveys and/or research in the public service delivery sectors essential;
- (e) At least five years of solid experience in the area of environmental management and climate change.
- (f) Understanding and experience in gender mainstreaming, gender equality and women's empowerment in related sector development issues
- (g) Ability to communicate in local language.

5.2.5 Economic sector expert

The economic sector expert is responsible for analysis on objective and indicators for economic performance and employment, as defined by the Vision 2020. The consultant will be required to possess:

- (a) Minimum of a Master's Degree in Economics, Development Studies and related studies
- (b) Sound knowledge and understanding of economic policy development and management,
- (c) At least five years of experience in programme evaluations and proven accomplishments in undertaking evaluations;
- (d) Five years' experience conducting large surveys and/or research in the public service delivery sectors essential;
- (e) At least five years of solid experience in the area of socio-economic development and macro-economic analysis;
- (f) Understanding and experience in gender mainstreaming, gender equality and women's empowerment in related sector development issues
- (g) Ability to communicate in local language.

6. SCOPE OF BID PRICE AND SCHEDULE OF PAYMENTS

- a) The contract price will be fixed output-based price regardless of extension of the herein specific duration of the assignment.
- b) The financial proposal should be presented as a Lump Sum Amount –representative of payments closely linked to deliverables.
- c) Payments will be made upon acceptance and approval by the Ministry of Development Planning of planned deliverables and components,
- d) Payments will be scheduled as follows, with the corresponding percentage per milestone/output, including the conditions/documentations required prior to the release of any tranches of payment.

Activities	Target Completion Dates	% Payable
1) Inception Report	September 2021	30%
2) Interim briefs and consultation reports	October 2021 November 2021 -	0
3) Draft Report	December 2021	

4) Stakeholder validation sessions	January 2022	40%
5) Best practice/Lessons learnt report	February 2022	30%
6) Final Report		
7) Summary Report		

7. RECOMMENDED PRESENTATION OF PROPOSAL

Interested consultancy firms should submit their applications on the specified templates and include the following:

- Brief description on why the firm is the most suitable for the assignment, and a methodology on how they will approach and complete the assignment.
- Institutional profile, with at least three institutional references
- Individual CV of experts that the institution will nominate to conducting the evaluation; indicating all experience from similar projects, as well as the contact details (email and telephone number);
- Financial proposal

8. CRITERIA FOR SELECTING THE BEST OFFER

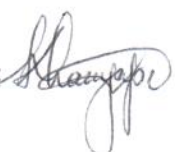
A successful consultancy firm will be selected based on the Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%, broken down as:

- Technical Proposal (70%)
 - Expertise of the firm 20%
 - Proposed methodology 50%
 - Personnel 30%
- Financial Proposal (30%), to be computed as a ratio of the lowest price among the proposals received by UNDP

9. APPROVAL

Prepared by:

Name: Ms Malefu Khanyapa
Director – Department of Monitoring and Evaluation
Ministry of Development Planning

Signature:  25/06/2021

Certified by:

Name: Ms Nessie Golakai Gould
UNDP Deputy Resident Representative

Signature: Nessie Golakai
29-Jun-2021

ATTACHMENTS

- RFP templates